VISION

A. **Vision for Giving Awards**
B. **NASA Strategic Vision**
  1. NASA Vision
  2. "Pioneering the Future" Speech (Excerpts & Full Text)
  3. Template for Speeches on NASA Activities
C. **Human Capital Strategy**
  1. NASA Strategic Human Capital Plan
  2. NASA Strategic Human Capital Implement Plan
  3. OMB/OPM Comments NASA's Human Capital Plans
  4. Human Capital – A Self-Assessment Checklist for Agency Leaders
  5. President's Management Agenda (Summary & Full Text)
D. **Team Vision Deployment Analysis**
  1. Recognition Management Matrix
  2. Knowledge Sharing Matrix
  3. The Desired Future Reality of Two Sub-Cultures

DATA COLLECTION

A. **External Benchmarking Activity**
  1. Awards Benchmarking Study Report
  2. Company Site Visit Reports
  3. Site Visit Guide
  4. Company Selection Overview
  5. Selection Survey
  6. NASA to Company Comparisons
  7. NASA Selection Survey Results
  8. Human Capital Index – NASA Results
  9. HCI Survey
  10. Innovations in Performance Management

B. **Internal Activity**

Center Award Program Briefings . . . 17 Briefings By Center

Agency Honor Awards
(1) Awards Board Overview
(2) NPG 3451.1
(3) History of Guidelines
(4) History of Award Types
(5) Honor Awards Flow Charts
(6) NAPA 1989 Honor Awards Study
(7) NASA 1990 Honor Awards Study
(8) Honor Award Trends
(9) Honor Awards Panel Member Interviews
(10)   Value to Honor Awards Matrix (ARC & GSFC)
(11)   Proposed Administrative Award Criteria
(12)   Sample Secretary Honor Award Contributions
(13)   McGill Admin & Support Award – Policy & Nomination Form

Executive Awards
(1) SES Program Overview
(2) SES Regulations
(3) SES Award Delegations
(4) SES Rank Award Criteria
(5) SES Management Critical Element for President's Management Agenda
(6) SES Core Competencies
(7) NASA Leadership Competencies
(8) Business Operational Agreements for KSC Human Resources
(9) Business Operational Agreements for KSC Shuttle Processing
(10)   Establishing Balanced Scorecards
(11)   Scorecard (Deutsche Bank)
(12)   Dashboard (Prudential Financial)
(13)   HR Metrics (American Express)
(14)   HR Stoplight (Nationwide Building)
(15)   Metrics Report Format (Verizon)

Focus Groups & Other Data
(1) Focus Group Responses by Group
(2) Focus Group Response Coding Sheet
(3) Focus Group Interview Protocol
(4) Focus Group Planning Research
(5) Award Flexibility Profile
(6) Selected Award Authorities
(7) ARC Fostering Creativity in a Lab
(8) GSFC Awards Telephone Survey
(9) HQ Computer Awards SOP
(10)   HQ-OAST Turning Goals into Reality Awards
(11)   KSC Awards Data Base Manual

C. Secondary Research
(1) Overview of Literature Research on Rewards
(2) How do you motivate employees?
(3) Appreciation Theory Highlights
(4) Why Pay-for-performance Works
(5) High Performance Teams
(6) TeamMates Survey
(7) Overview Rewards and Recognition for Knowledge Sharing
(8) Rewards and Recognition in Knowledge Management
(9) Incentives for Sharing
(10)   Overcoming the Cultural Barriers to Sharing Knowledge
(11)   Grass Roots Are Greener for Knowledge Management Success
(12)   Knowledge Management in the Public Sector
(13)   Inside Intel's Mentoring
(14)   Rewards Get Results
(15)   Human Capital Edge (Pfau & Kay)
(16)   Building a High-Performance Workforce
(17)   Gung Ho! (Ken Blanchard & Sheldon Bowes)
(18)   Troubled Public Service
(19)   Cross Discipline Communication

(20)   Administrative Award Criteria
(21)   Showcase Awards Practice (MacDonald Douglass)
(22)   Love 'Em or Lose 'Em (Chapter briefs)
(23)   ARA List of Awards
(24)   Awards Priority Matrix

D. Team Search for Metrics
(1) Common Sense or Scientific Management?
(2) Sub-team Look at Metrics
(3) Priority Indicators Worksheet
(4) Proposed Success Indicators (Set A)
(5) Proposed Success Indicators (Set B)

DATA ANALYSIS

A. External Benchmarking
(1) Awards Subject Matter Expert Brief
(2) NASA Human Capital Index Results
(3) Company Awards Summary Report
(4) Awards Knowledge Transfer Session
(5) Transfer Action Plans
(6) Six Hats Feedback
(7) Applying Two Company's Practices

B. Internal Activity
(1)   Self-Assessment of IAB
(2)   Technology Award Criteria Analysis
(3)   Mid-study Technology Award Briefing
(4)   Mid-study Honor Award Briefing
(5)   Mid-study Honor Awards Talk Points
(6)   Mid-study Briefing Results
(7)   Five Medal Suite Option
(8)   Feedback from EO Officers
(9)   Center SES POC's Discussion Summary
(10) Leadership Alignment Matrix
(11) Focus Groups Agency-wide Analysis
(12) Focus Groups - What is Meaningful?
(13) Focus Groups - Award Criteria
(14) Focus Groups - Administrative Achievement Medal
(15) 2002 Awards Flexibility Profile Summary
(16) 1997 MSPQ Survey results
(17) 2000 NPR Survey Results
(18) 2001 MSPQ Survey Results
(19) Survey Trends on Awards
(20) NASA TeamMates
(21) U-Inspire Employee Motivation Report 2002
(22) GSFC Supervisory Employee Feedback Overview
(23) GSFC Engaging Supervisors in Feedback Process
(24) GSFC Guidance to Giving & Receiving Feedback
(25) Awards Systemic Leverage Point
(26) Awards Systemic Patterns for Shifting the Burden

(27) Awards Systemic Patterns for Limits to Success

C. Previous Studies
(1) NIAT Action on Team Recognition
(2) GAO Lessons Learned Study
(3) OPM 2000 Awards Study Follow-up
(4) OPM 1999 Poor Performers Report
(5) OPM 1998 Special Awards Study

D. Team Recommendations
(1) 30 Recommendations - 100% Agreement
(2) 13 Recommendations - Majority Agreement
(3) 18 Recommendations - Non-Agreement

REPORT

A. Narrative Report

B. Final Briefing (October 2002)

C. 2003 Honor Awards Call Letter

D. Team Management
(1) Framework for Change
(2) Four Steps for Evaluating Awards
(3) Evaluating Recognition Programs
(4) What is Benchmarking?
(5) Study Call Letter
(6) Study Action Plan
(7) Study Project Plan
(8) Statements of Work for Benchmarking Study
(9) Statement of Work for Focus Groups
(10) Organizational Learning Overview
(11) Workshop #1 & 2 Learning Agenda
(12) Workshop #1 Charts
(13) Workshop #3 Knowledge Transfer Session Agenda
(14) Workshop #4 Data Analysis Agenda
(15) TeamMates Self-Assessment
(16) Awards Study CD Index